



Executive Thought Leadership Program

2020 Brand Messaging Launch

Date: August 10, 2020

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THOUGHT LEADERSHIP STRATEGY

Establishing yourself as a thought leader will help EIS Group build our audience's trust in our expertise, but this is an effect rather than a cause. "Doing thought leadership" isn't simply about providing high quality products or services. It's about bringing your industry to a higher level of thinking about the strategic problems it faces. Thought leadership content is:

Valuable – Aim for content that informs or even provides a surprising perspective.

Educational – Everything we write or say as a thought leader should have an actionable takeaway.

Accurate – Take the time to do the research so you can back up claims and provide examples.

Targeted – Marketing that speaks to everyone feels scattered and misguided. Think about a person in a specific role and write/speak like you're having a 1:1 conversation.

Guiding Principles

1

If you want to get your point across, especially to a distracted and difficult-to-reach audience, you need to repeat yourself so often that you get sick of hearing yourself say it. Only then will people begin to understand and internalize it.

2

Narrow your focus. Become the expert on a tightly defined set of topics that you can help audiences understand clearly. Decide what your angle is. The brand messaging canvas on the following page will help guide your messaging.

3


Studies conducted by LinkedIn cite that posts published by individuals generate ten times the followers and two times the click-throughs than those posted by the company. Attach your name to the content you create.

BRAND MESSAGING CANVAS



Alec Miloslavsky
Chief Executive Officer



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Business Team: CEO CFO CMO VP of Sales Operations	1 Yesterday’s technology is making it nearly impossible for carriers to deliver on the needs of the modern insurance consumer.	Speed to Transform. Our platform changes the way you change, opening the door to multi LOBs, new models, new revenue streams, etc.	It’s time for insurers to stop investing in technology that makes decisions for them, and instead partner with tech providers that let them be the insurer they want to be.
	2 The business wants IT to deliver more features more often but developers struggle to build what the business is asking for at a sustainable pace.	Speed to Innovate. Low-code tooling enables anyone with an idea to make powerful applications and digital experiences.	Insurance companies need to innovate at InsurTech speed. Our digital experience product factory(DXP) enables non-IT workers to turn this morning’s idea into tomorrow’s feature launch.
Tech Team: CIO CTO Business Analysts Developers	3 It’s difficult for insurers to consume and combine data from internal and external sources, which makes building modern experiences and simplified internal process a pipe dream.	Speed to Innovate. Over 11,000 APIs open up access to all of the insurer’s data, providing the freedom to innovate without barriers.	APIs are the most essential enabler of innovation. They allow for any insurer to work with the technology providers they choose, while providing the best, most relevant solutions to their users.
	4 Most CIOs liken a core conversion to a heart transplant — painful, scary, risky. In other words, it’s something you just don’t do unless you’re forced to.	Speed to Deploy. With a cloud-based platform and services EIS Group enables you to go live fast and realize business value swiftly.	Choose your vendors and partners carefully. Many systems billed as “modern” will be legacy before they launch. Ensure you choose a solution that is open, cloud-ready and easy to implement.
Narrative		Customer Examples*	Thought Leadership Topics
<p>Speed is the #1 predictor of an insurance company’s success or failure.</p> <p>Insurers that are slow to market with new products and transformative business models will become dinosaurs.</p> <p>Legacy systems inhibit an insurance company’s ability and agility to compete in today’s fast-paced environment.</p> <p>We’re here to change that. Our cloud-based, API-first platform for high-velocity insurance enables you to slay the competition with speed by becoming faster at everything you do.</p> <p>By accelerating deployment and innovation, we help insurers lower the cost of transforming their business while compressing time to market with new sources of revenue, new channels and new business models.</p>		 <p>Progressive, multi-line, multi-segment, multi-product global journey</p> <p>Rapid innovation to launch new products; expand into new market segments; support new geo-territories; stand up greenfield ventures & new brands.</p>	<p>Speed – What, why and how</p> <p>Technical Debt of Legacy – What it’s costing insurers beyond money</p> <p>Transformation – Business models, experience, automation</p> <p>Technology Requirements – APIs, Cloud, Low-Code</p>
		Sharable Statistics	
		<p>70% Of insurance executives say that technical debt in insurance systems severely limits their IT function’s ability to innovate.</p> <p>76% Of insurers say their employees are more digitally mature than their organization, resulting in a workforce that is “waiting” for the organization to catch up. Accenture</p> <p>41% IT costs per policy for players with modernized IT can be 41 percent lower than that of players with legacy IT systems. McKinsey</p>	<th>Master Message</th> <th>Tone and Feel</th>
		EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.	
		Visionary Optimistic Technical Intellectual Authoritative	


BRAND MESSAGING CANVAS



Mike Dwyer
CTO & EVP, Engineering



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Tech Team: CIO CTO Business Analysts Developers	<div>1</div> <div>Closed, siloed systems create data friction, requiring huge time and effort to extract information and deliver it where you need it.</div>	API-First Platform. API-First platform knocks down silos and creates a developer-friendly experience that allows you to design in a truly agile way.	Data is oxygen for insurance innovation. We make it easier to handle data, connect data, unify data and augment data, which provides the foundation insurers need to high-velocity innovation.
	<div>2</div> <div>IT spends the majority of its time managing on-premise hardware and software, which is complex to maintain, update and integrate.</div>	Any Cloud. Ours is the only platform readily deployable on the cloud of your choosing, enabling you to build and run applications rapidly and scale them without redesign.	Insurance technology belongs in the cloud — where it’s always on, easy to maintain and can scale endlessly.
	<div>3</div> <div>For most carriers, creating even the simplest insurance service requires a complex orchestration of core systems, authentication, analytics and processing.</div>	Microservices Architecture. With the EIS platform, carriers can design and deliver insurance services by rapidly assembling and composing independent, self-contained components.	Continuous delivery beats big upgrades. Instead of major, disruptive releases, we enable agile principles so insurers can build, test, and launch new capabilities in days.
	<div>4</div> <div>The business wants to deliver more features more often but IT developers struggle to build what the business is asking for at a sustainable pace.</div>	Low-Code Tooling. Anyone with an idea can build, test and launch powerful applications and experiences.	Insurance companies need to innovate at InsurTech speed. Our digital experience product factory(DXP) enables business users to develop modern experiences with little IT involvement.

Narrative	Customer Examples*	Thought Leadership Topics
<p>Insurance today is a hotly contested market, boiling with disruption, new InsurTech entrants, and greenfield neo-carriers spun off from established insurance companies.</p> <p>Whether you’re an incumbent carrier that needs to rise to the challenge or a startup taking aim at a slice of the market, the one killer competitive advantage is agility. Insurance IT departments are under the gun to accelerate transformation and reinvent their technology approach from the inside out.</p> <p>The EIS Group platform for high-velocity insurance makes even the biggest, most established carrier as agile as an InsurTech startup. Built on API-first, cloud architecture, it provides the technology backbone insurance carriers need to become faster at everything they do.</p> <p>Whether you are a traditional, emerging, global or local insurance company, our flexible platform readies your business for innovation-led growth, enhanced customer engagement and operational agility.</p>	<div><div><div>Desjardins</div><div><small>Compagnie d'assurance</small></div></div><div>Insurance technology in the cloud; operating at InsurTech Speed</div><div>Leveraging the latest technology to accelerate transformation and design and deliver products and experiences with operational agility.</div></div>	<div>Tech Requirements for High-Velocity Insurance:</div> <div><div><div>• Full API-Driven Openness</div><div>• Componentized Architecture</div><div>• Total Cloud Readiness</div><div>• Low-Code Tooling</div></div></div>
	Sharable Statistics	Master Message
	<div><div>70%</div><div>Of insurance executives say that technical debt in insurance systems severely limits their IT function’s ability to innovate.</div></div> <div><div>50%</div><div>Operations and IT account for around 50% of a typical insurer's cost base. McKinsey</div></div> <div><div>41%</div><div>IT costs per insurance policy for players with modernized IT can be 41 percent lower than that of players with legacy IT systems. McKinsey</div></div>	<div>EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.</div> <div>Tone and Feel</div> <div>Visionary Technical Authoritative Factual Thoughtful</div>

*Customer Examples for use in one-to-one conversations. Formal usage of customer content requires customer approval.
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Rowshi Pejoo
EVP, Product Management



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Business Team: CEO CFO CMO VP of Sales Operations	1 Insurers need to put consumers front and center with delightful, immediate, omnipresent, personal experiences. Yet isolated customer data prevents CX innovation.	Unified 360-degree customer view. API-First platform knocks down siloed legacy systems, provides business-friendly customer data whenever and wherever you need it.	Data is oxygen for insurance innovation. We make it easier to handle data, connect data, unify data, reuse and augment data, which provides the foundation insurers need to high-velocity innovation.
	2 The next generation of policyholders has grown up in a world that allows them to buy products and services instantly through any channel or device. If insurers are not able to offer customers an ideal digital experience when it comes to quotes, claims and policy management, they will look elsewhere.	Full Omni-Channel + Omni-Device Capabilities. The EIS Group platform enables insurers to open up new distribution channels and create seamless experiences across them all, from a single product instance.	Experience is everything. Give customers beautiful self-service experiences, across mobile, web, chatbots, and call-center — providing simple interactions where, when, and how they want.
	3 The business wants to deliver more features more often but IT developers struggle to build what the business is asking for at a sustainable pace and cost.	Win With Speed. Low-code tooling and reusable templates enable business-side users to build, test and launch powerful applications and digital experiences.	We’re killing coding. Our digital experience studios enable business and technical personas to turn this morning’s idea into tomorrow’s feature launch.
Narrative		Customer Examples*	Thought Leadership Topics
<p>Going forward, insurers need to put consumers front and center. People increasingly expect a simple, intuitive and delightful customer experience in their interactions with brands and insurance is no different.</p> <p>Companies need to commit to innovating their customer experience at every touchpoint. Customers expect personalization, new products, mobile experiences and zero paperwork.</p> <p>Data is the oxygen for these types of insurance innovations. But legacy systems make it impossible to move clean data from various siloed systems to where insurers need it.</p> <p>EIS Group solves this data dilemma with a cloud-native, API-first platform. It enables insurance carriers to liberate their data, create seamless experiences across all channels and push new products to market faster.</p>		<div>Delivering elegant customer experiences across all touchpoints</div> <p>Liberated to launch innovative products directly that put the consumers first & place these where the consumers shop – not just on your website.</p>	Trends in Customer Experience and Design 360-Degree Customer View Omni-Channel / Omni-Device Fast, Low-Code Development
		Sharable Statistics	Master Message
		30% US auto insurers that provide consistently best-in-class experiences generate 30% higher profitability than those with inconsistent customer experiences. <u>McKinsey</u>	EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.
			Tone and Feel
			Informative Passionate Professional Authoritative Thoughtful

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Jim Caruso
EVP, Worldwide Services



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Tech Team: CIO CTO Business Analysts Developers	<div>1</div> <div>Core insurance projects are multi-year, multi-million dollar endeavors that make or break careers and raise the danger that the replacement technology will already be outdated by the time it launches.</div>	<div>Faster Delivery.</div> <div>6-9 month Core Renewal through a combination of experienced global resources, proven methodology, development tools and agile delivery principles.</div>	<div>Time is running out for incumbent insurance companies to replace their core systems and keep the advantage they have over challengers. EIS Group enables a rapid core renewal by breaking the core into components (microservices) and “turning on” capabilities one at a time.</div>
	<div>2</div> <div>Most CIOs liken a core conversion to a heart transplant — painful, scary, risky. Getting from plan to production in a safe but timely way is an insurer’s biggest challenge.</div>	<div>“De-Risked” Deployments.</div> <div>We contain costs and prevent business disruption by making changes incrementally, breaking the overall project into smaller digestible parts.</div>	<div>Updating your core doesn’t have to be a binary choice – do nothing or total replacement.</div> <div>As an alternative to high-risk core replacements, we help insurers migrate in an extremely controlled way. This includes: standing up a new core alongside the legacy core to run a particular line of business, launching new greenfield operations or as a test-bed to launch new products and services.</div>
	<div>3</div> <div>The biggest barrier to a core renewal, and one that’s often overlooked, is a fundamental change in mindset about how insurance is carried out.</div>	<div>Bigger Payback.</div> <div>EIS Group takes an integrated, outside-in approach that drives business transformation by solving customer requirements.</div>	<div>Modernizing your core system shouldn’t just be about updating IT, but about transforming your entire business for the better.</div> <div>Unlike traditional core system replacements where insurers don’t see a return until several years after the project completion, EIS Group activates a fast-paced transformation journey.</div>

Narrative	Customer Examples*	Thought Leadership Topics
<p>For some insurers, decisions to replace core platforms are repeatedly delayed due to the high costs of implementation, a lengthy delivery cycle and the risk that potential disruption poses to customer experience.</p> <p>EIS Group is here to change this. With a combination of methodology and modern technology, we enable insurers to evolve toward a more efficient and advanced core without spending multiple years and tens of millions of dollars.</p> <p>Our cloud-based, microservices platform enables us to split the core renewal into components and enable capabilities one at a time, which allows the insurer to transform rapidly from a tangled architecture to one that addresses a changing market and customer expectations.</p> <p>With an experienced global team, proven methodology and agile delivery and testing tools, we enable a transformation journey where insurers begin seeing results within six to nine months.</p>	<div> Renaissance.</div> <div>COVID – 19 reinforced their mission - to be easy and accessible, especially during a crisis.</div> <div>EIS technologies and methodologies allowed for a seamless switch to a remote workforce in the midst of their digital transformation.</div>	<div>Upfront Planning</div> <div>Clearly Defined Objectives</div> <div>Technology Alignment to Goals</div> <div>Agile Methodology and Tools</div> <div>Enabling Organizational Change</div>
	Sharable Statistics	Master Message
	<div>41%</div> <div>IT costs per policy for players with modernized IT can be 41 percent lower than that of players with legacy IT systems. McKinsey</div>	<div>EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.</div>
		Tone and Feel
<div>Articulate Intellectual Authoritative Thoughtful Factual</div>		



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Tony Grosso
SVP, Marketing &
Communications



Target Audience	Pain Points	Our Unfair Advantage	Points of View
C-Suite Team: CEO CFO CMO CSO CIO CTO	1 Insurance carriers are having to reimagine and evolve their business and operating models as a result of a rapidly emerging innovative technologies, disruption in the form of new competitors, and regulatory change.	Fast, Cloud-Native, Agile Development. Microservices architecture with low-code tooling enables agile insurers to launch new capabilities in days. Become the insurer you want to be – reinventing business models and experiences.	Incumbent insurers have less time to transform than they may realize. Change and disruption will happen quickly and come from multiple vectors – known competitors, emerging startups and other sectors (i.e. Amazon and Apple). A scalable, flexible cloud native infrastructure is essential in the transformation.
	2 Customer needs and expectations are changing rapidly. Insurers understand the need to become customer-centric , but legacy systems, while reliable and trusted, can stall any efforts to implement meaningful change and product/service differentiation.	Customer-Centered Design, LOB Agnostic. An insurance platform designed with the customer at the center, designed to support any insurance product. Insurers can create the products their customers want, not what their system lets them.	Modern legacy technology is on its final days; the future of insurance is a platform model , where insurers have a means to create microservices on a standardized platform that enables them to roll out new products and business capabilities continuously. Deliver what your customers want, not what your systems let you.
	3 Incumbent insurers can no longer rely solely on organic growth or internal innovation. They must form ecosystem partnerships with innovative startups and InsurTechs. However, the desired synergies are impossible with legacy, monolithic core systems that aren't open and cannot easily integrate.	API-First Platform. Over 1,100 APIs open up access to all of the insurer's data and provide the freedom to connect ecosystem partners without barriers.	Smarter partnering will separate the innovators from the pretenders. APIs are the most essential drivers of partnership because they enable data usage and integration — key requirements for creating a rich ecosystem that helps insurers differentiate products and provide customer-centric services.
Narrative		Customer Examples*	Thought Leadership Topics
<p>New players, new business models and heightened customer expectations are forcing insurance companies to transform. Carriers that fail to support three insurance imperatives will become dinosaurs:</p> <p>Customer Centricity – Differentiate with new experiences, better communication, all digital with new products that are built with the customer in mind.</p> <p>Business Transformation – Reimagine and evolve their business and operating models. The future of insurance will be different from the insurance of today.</p> <p>An Ecosystem Mindset – Freely connect with partners and InsurTechs to create new sources of revenue and reimagine experiences, channels and business models.</p> <p>EIS Group enables insurers to innovate and operate like a tech company: fast, simple, agile. Our platform for high-velocity insurance provides the cloud scale, API-flexibility and DevOps simplicity insurers need to become faster at everything they do.</p>		<div><div><p>Launched a direct-to-consumer platform targeting the gig economy.</p></div><div><p>Innovative ecosystem to deliver superior experience to support customers.</p></div></div>	<p>Insurance Industry Trends</p> <ul style="list-style-type: none">• Pace of Customer-Driven Change• Ecosystem Mindset• Emerging Tech• DevOps / Business Transformation• Greenfield Initiatives
		Shareable Statistics	Master Message
		<p>81% Of insurance executives say their firms have plans for partnerships or alliances. <u>Deloitte</u></p> <p>94% Of insurers say the pace of technology innovation had either accelerated or significantly accelerated over the past three years. <u>Accenture</u></p> <p>67% of insurance executives believe cloud is having the biggest impact on improving their operational efficiency. <u>Accenture</u></p>	<p>EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.</p>
			Tone and Feel
			Visionary Provocative Human Bold Confident


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BRAND MESSAGING CANVAS



Brad Worth
SVP, Product Solutions



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Tech Team: CIO CTO Business Analysts Developers	1 Insurers need to put consumers front and center with delightful, immediate, omnipresent, personal experiences. Yet insurers everywhere are saddled with a complex legacy of systems that keeps data segregated across the enterprise.	Multi-Line, API-First Platform knocks down siloed legacy systems and enables InsurTech collaborations by providing business-friendly customer data whenever and wherever you need it.	Data is oxygen for insurance innovation. Insurance success in the 2020s will be determined more by the data you have at your disposal and how you use it than about the relative strength of your balance sheet.
	2 Old, monolithic insurance systems are a patchwork of poorly documented customizations and integrations that are cumbersome to maintain and evolve, which inhibits innovation.	Microservices Architecture paves the way for step-by-step transformation and app-based delivery, reducing your exposure to high-risk change projects while accelerating innovation.	Moving from monolith to microservices is a must for insurers that put a strategic priority on technology-led innovation.
	3 Legacy insurance systems often require painful, large and long upgrade processes in order to stay current, which erect both practical and aspirational hurdles to innovation.	Continuous, Cloud-Based Development makes new platform updates, features and capabilities available to insurers every three weeks so they can rapidly innovate with new ideas.	Cloud is the shortest path to continuous and rapid innovation. As a cloud-ready platform, EIS Group delivers features faster and enables businesses meet rapidly growing and changing demands.
	4 The business wants to deliver more features more often but IT developers struggle to build what the business is asking for at a sustainable pace and cost.	Low-code tooling and reusable templates enable business-side users to build, test and launch powerful applications and digital experiences.	We're killing coding. Our digital experience product server studio is a playground for non-coders to build, test and launch game-changing insurance products and apps.
Narrative		Customer Examples*	Thought Leadership Topics
<p>As competition, client expectations, and compliance erode margins and revenue, the most agile insurer wins.</p> <p>But old, inflexible insurance systems erect both practical and aspirational hurdles to agility and innovation. They are not designed to share data internally, let alone with third parties, and their very presence makes it much harder to create new business models and digital products.</p> <p>EIS Group exists to change that. Our cloud-based, API-first platform for high-velocity insurance enables you to slay the competition with speed by becoming faster at everything you do.</p> <p>Built upon an API-first, microservices foundation that can run on any cloud, EIS Group enables comprehensive change and rapid innovation. Combined with low-code tooling capabilities, this modern architecture emboldens insurers to build, test and launch products in record time.</p> <p>Instead of having to catch up with a swarm of well-financed and tech-forward competitors, insurance companies can transform their own customer propositions and drive efficiencies in a convenient, accelerated and cost-efficient way.</p>		<div>Modern, open technology platform supports transformation and innovation</div> <p>Quickly adapt to broker and customer expectations and market changes with a solution built for future growth and efficiencies.</p>	<div>Enabling Tech<ul style="list-style-type: none">• Microservices• APIs• Cloud• Low-Code</div> <div>Insurance Innovations<ul style="list-style-type: none">• Business Model• Multi-LOB• InsurTech• Ecosystems</div> <div><ul style="list-style-type: none">• Mobile• AI / ML• Predictive Analytics• IOT</div>
		Sharable Statistics	Master Message
		96% of insurers said they are looking to collaborate with InsurTech firms, in order to improve their services. Source: World InsurTech Report	EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.
		41% IT costs per policy for players with modernized IT can be 41 percent lower than that of players with legacy IT systems. McKinsey	Tone and Feel
			Pragmatic Technical Real Bold Challenging

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BRAND MESSAGING CANVAS



Adam Denninger
SVP, Strategy



Target Audience	Pain Points	Our Unfair Advantage	Points of View
Business Team: CEO CFO CMO CXO VP of Sales Operations	1 Insurance customers are naturally omni-channel. They expect to move fluidly within and between channels for quotes, claims and transactions. For most carriers, legacy IT makes this type of experience a pipe dream.	Unified 360-degree customer view. EIS knocks down siloed legacy systems, and provides 360-degree customer data across all customer touchpoints.	Adopting an omni-channel strategy is non-negotiable for insurers. Carriers must look beyond merely supporting multiple channels and enable customers to move seamlessly between channels together with their data, preferences and history.
	2 Customers want to insure an evolving range of risks, in different ways, for varying periods. They don't want to be offered a predetermined product based on an assumption of their needs.	Multiple lines of business. EIS enables insurers to manage multiple LOBs and create seamless experiences across them all — from a single platform.	To attract, engage and retain today's consumer, insurers must become easier to do business with. Providing customers with more types of coverage, that better suits their needs and is accessed in a way convenient to them, will help insurers to grow market share.
	3 Customer needs and expectations are changing rapidly. Insurers understand the need to become customer-centric, but legacy systems, while reliable and trusted, can stall any efforts to implement meaningful change and product/service differentiation.	Fast, agile application development. Cloud-ready, API-first architecture combined with low-code tooling enable agile DevOps principles so insurers can build, test, and launch new capabilities in days.	Traditional enterprise technology is on its final days; the future of insurance is a platform model, where insurers have cloud-enabled, API-first platform that enables them to transform their business rapidly and roll out business capabilities continuously.
Narrative		Customer Examples*	Thought Leadership Topics
<p>To attract, engage and retain a new generation of policyholders, insurers must transform themselves to become easier to do business with.</p> <p>Customers expect to move naturally within and between channels for quotes, claims and transactions. They want to insure a range of risks in different ways, for varying periods.</p> <p>For most insurers, legacy core systems stall any efforts to transform in a meaningful way.</p> <p>EIS changes this. Our cloud-based, API-first platform for high-velocity insurance enables you to become the insurer you want to be.</p> <p>We enable you to support multiple lines of business, blend channels into a unified experience, enter new markets and create new products in record time. All from a single platform.</p>		<div><div></div><div>Make it simply and easy for customers to do business with you</div></div> <p>Utilized the EIS platform to GTM quickly with a product & user experience designed specifically for the millennial consumer.</p>	Insurance Transformation: <ul style="list-style-type: none">• Business Models• Lines of Business• Distribution Channels• Geographical Expansion• Operations Efficiency <ul style="list-style-type: none">• Emerging Technologies• Ecosystem Partnerships
		Sharable Statistics	Master Message
		51% of insurance CEOs are “extremely concerned” about the pace of technological change. Source: PWC 2019 Survey	EIS Group enables insurance carriers to innovate and operate like a tech company: fast, simple, agile.
		10% only 10% of CEOs who believe that data on customers’ preferences is critical or important say the data they have is comprehensive. Source: PWC 2019 Survey	Tone and Feel
		80% of insurance buyers touch a digital channel at least once throughout their shopping journey. Source: McKinsey	Visionary Provocative Confident Authoritative

